

REMARKS FOR FIRST DCI SEMINAR SESSION

18 June 1985

- I spoke in the Bubble last week about the way our organization has changed and will face more changes as a result of the sharply increased range of issues and problems which we have been and will be called upon to tackle and the new technology which will be both available and required to meet this challenge. I am increasingly impressed by both the capability and need for our younger officers to identify and undertake the opportunities to improve our work and their capabilities. I think we can amplify if we spread through the organization in a systematic way a broad understanding of the environment in which we are now and will be operating to widen the perspective of our future leaders and to share our internal successes.
- I am also convinced, as are many of you, that we don't do as much as we might to widen the perspective of our future leaders, or to share our internal successes.
- A couple of weeks ago, we decided to do something specific about this. With this session, we are establishing an informal forum designed to share some real success stories in resolving tough management and leadership problems and in moving our organization and its people forward.
  - The focus will not be on the problems, but rather on the solutions.
  - We do not intend to duplicate the topics considered in the Mid-Career or SIS elective programs, nor is this the forum for briefings on how our offices or divisions work.
  - The idea here is to explore with actively engaged managers the elements contributing to their success in resolving a variety of important problems or taking advantage of perceived opportunities.
  - Topics will be chosen to deal with a wide range of issues. We will discuss, for example, topics like how we turned SAFE around, or why we needed to invest a lot of money in an upgrade of NPIC, or what we learned from  operations.
- In short, this is an opportunity for all of us to broaden our perspectives by hearing how some of our colleagues from across the Agency and from outside have successfully met some real management and leadership challenges.

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- We are an Agency of specialists, and our traditional directorate upbringing affords too few of you an opportunity to develop a global view of Agency problems.
- We don't do much in the way of preparing ourselves to address issues of common concern.
- With technology forcing changes on us every day, and with the growing diversity of the problems on the intelligence platter, our management problems are becoming much more complex.
- The more complex the problems, the more interdependencies are involved.
- In addition, we are on the threshold of seeing a whole new generation of senior managers take over here. (According to a study proposed by OTE in February 1984, we could have as many as  SIS' eligible for retirement in FY87, nearly one-half of the current SIS 1-2 group and about 60 percent of the SIS 3-6 group.)
- Our new SISers will be directing a lot of young officers, the result of our recent growth and the fact that as many as 30 percent of our current GS-14s and 15s will also be eligible for retirement by 1987, according to the OTE study.
- This forum or program, then, is an attempt to better prepare ourselves for this, to broaden our management perspective by means of a continuing dialogue with real practioners talking about live cases, to expand our management horizons by stimulating thinking about the whole range of responsibilities we face.
- Its success will depend on how well we prepare and on how well you respond.
- As noted in your invitations, we plan to do this about once per month, with one of the deputies chairing each session.
- If it turns out to be a waste of time, we'll end it.
- You're probably wondering, given the relatively small size of this group, what criteria were used in determining who would participate.
  - The answer is simple. In the Deputies' view, you are well equipped to contribute to and derive benefit from these sessions, and apply whatever lessons are learned from it.
  - We plan to invite you to several sessions, then to put together another group.
- This program is yours to make the most of--we welcome suggestions for topics or speakers.
- Very pleased today to have as our initial speaker, Bill Donnelly, who will talk to us about his successful efforts to make the DO's Information Management Staff an even greater contribution to the Agency's work. I'm looking foward to his presentation as we all are . . . Bill.

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